



# Monitoring and Management Actions during Project Development and Implementation

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**Balabhaskara Reddy Bathula**

**Advisor**

**Strategy, Policy, and Partnerships Department**





# Asian Development Bank The Project Cycle



BOS 2





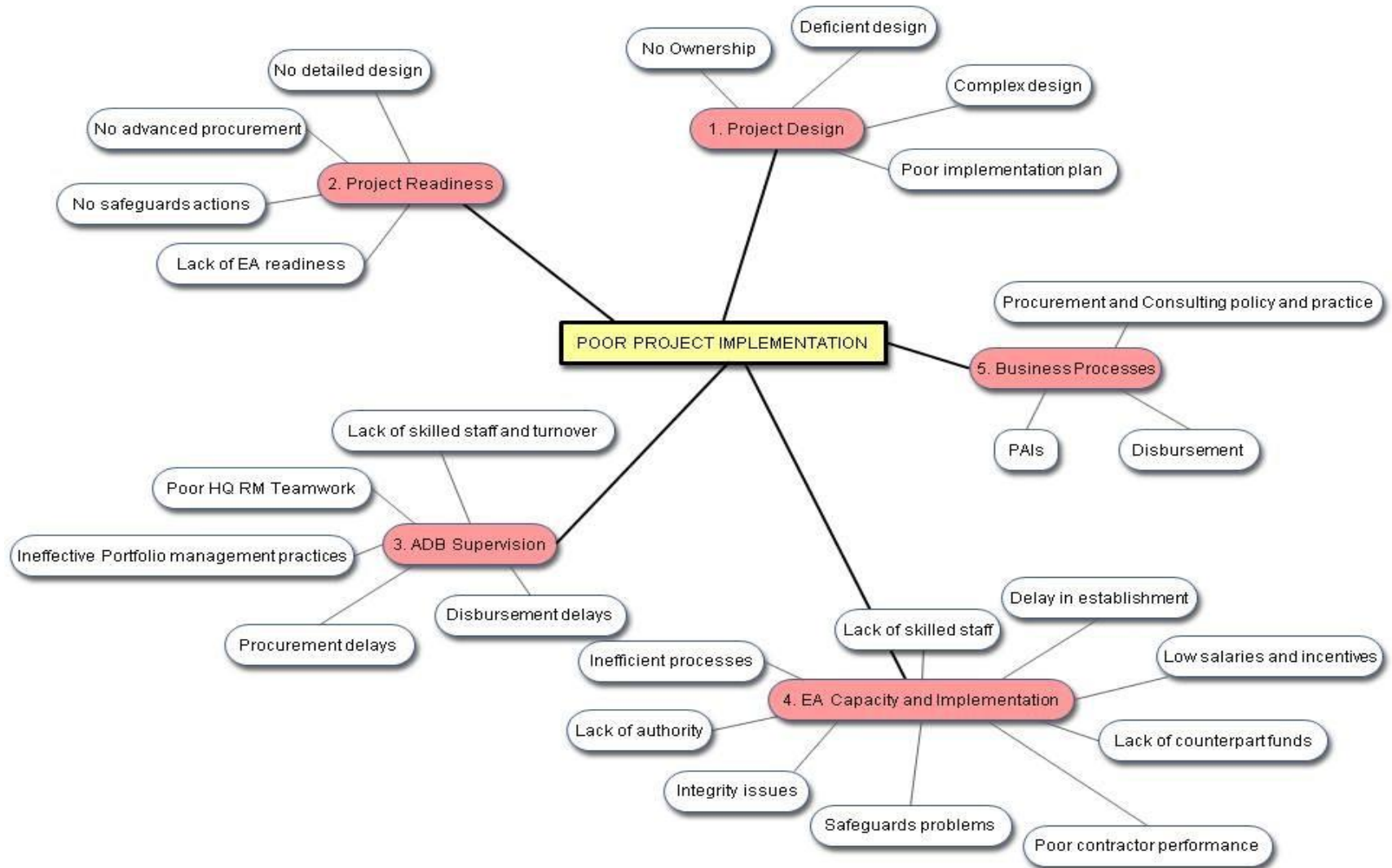
# Project Development and Implementation

## Transforming a Vision into Reality



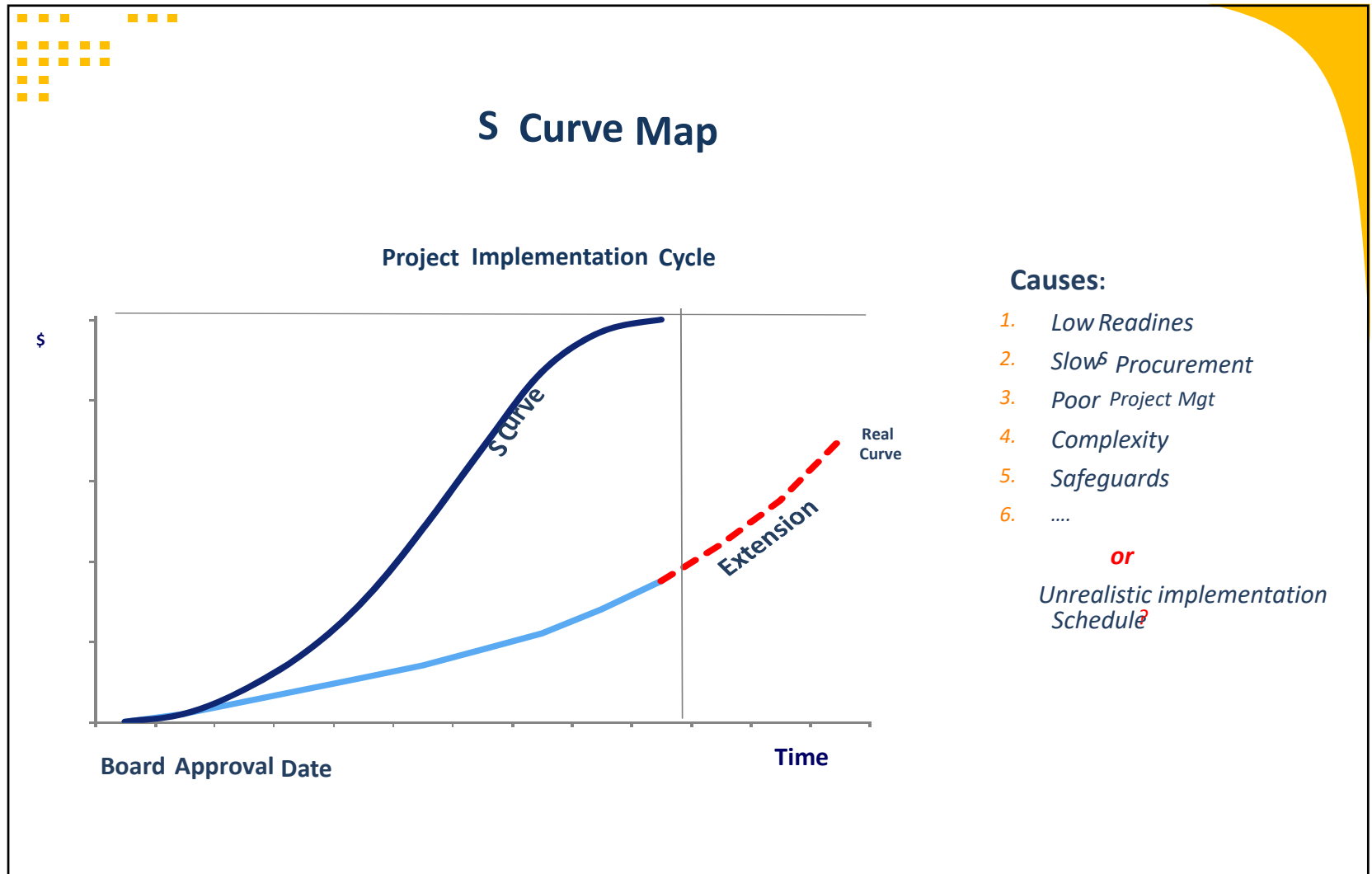


# Project Development and Implementation issues





# Project Performance

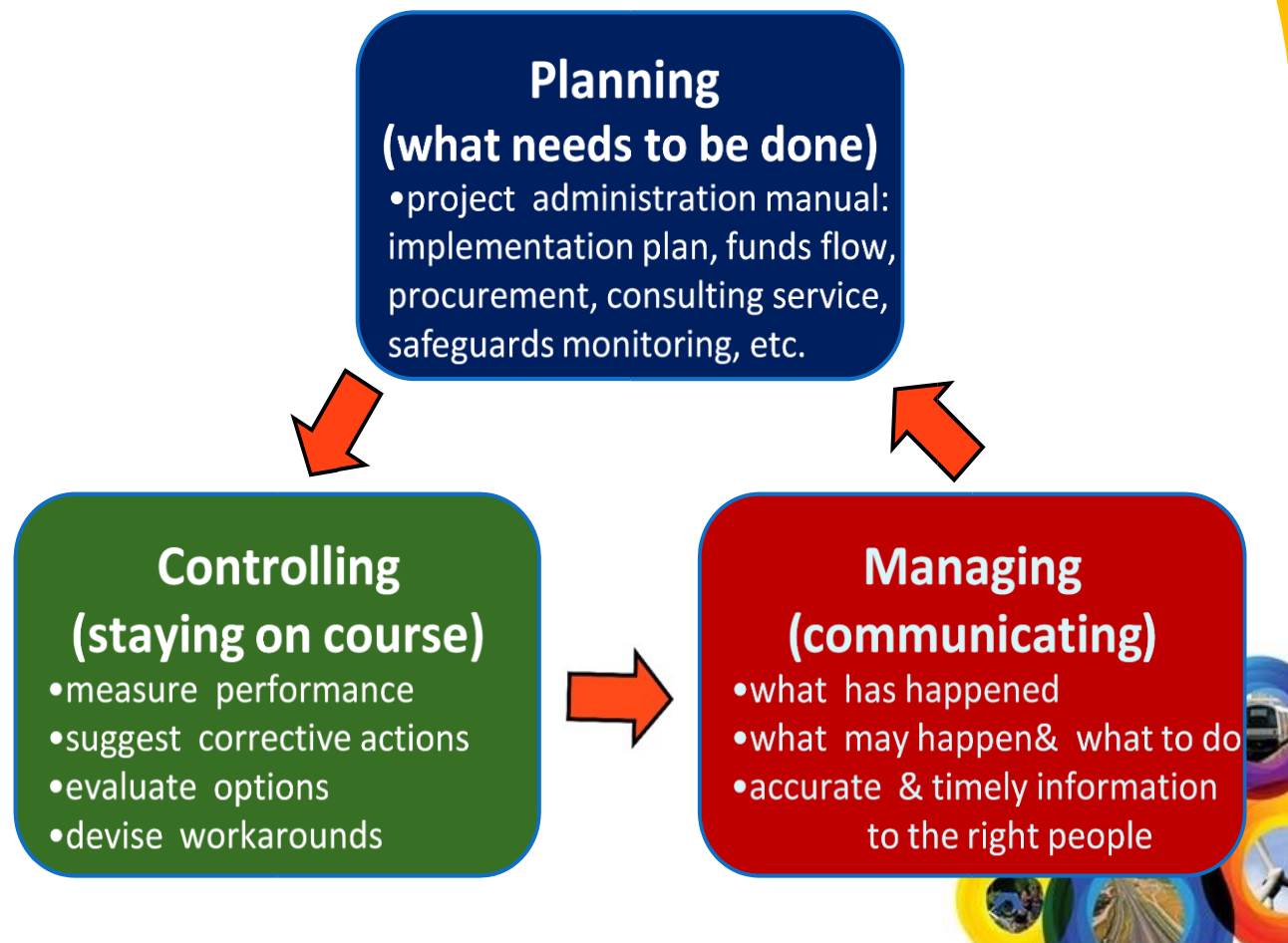


## **Project Performance and Management Concerns**

- Inadequate staffing in PMU and PIUs
- Delay in pre-construction activities- land acquisition, R&R, clearances
- Complex internal approval processes of EAs
- Slow progress of procurement and consultant recruitment activities
- Poor bidding response in remote areas
- Complex fund-flow mechanisms and inadequate budget allocation to EAs
- Lack of interdepartmental coordination between various Govt agencies
- Performance of contractors due to inadequate capacity of construction industry and rebidding
- Performance of consultants
- weak project management capacity of EA/IAs



# Project Management Process



# ADB Project Administration matters

- Quality design with climate change, gender and Environmental aspects
- Appropriate duration of project
- Due diligence on cost estimates
- Stakeholder communications strategy
- Design and monitoring framework (DMF) monitoring
- Risk management plan
- Safeguards monitoring/compliance
- Project quality control / assurance – MIS, reports/records
- Timely changes to scope/contract and extension and avoid post-facto changes /extensions
- Timely partial cancellation, and financial closures
- Compliance to agreements, policies and guidelines
- Reverse – clock monitoring for timely project completion





# Project Planning and Development



- Advance planning and Monitoring system
- Sensible project design - avoid Christmas tree!
- Consistent application of project readiness criteria and filter with government buy in
- Early project consultant recruitment is key
- Solid project preparation with advance actions (TRTA/PRF or borrower sources)
- Project implementation period – realistic!





# Project Planning and Development

- Project implementation arrangements (EA/IAs, ADB, Consultants, Contractors)
- Strong project management - Good execution
- Use of MFF tranches for preparation/design
- Procurement -> efficient and quality
- Establishing imprest account and Availability of counterpart funds
- Plan for ADB prior approval of changes: Avoid post-facto approval





## Implementation Efficiency

- Degree to which a project can be delivered in accordance with time limits, available resources, and quality standards

## Project Management Actions

- PMU/PIU
- Advancing Implementation readiness
- Time: schedule chart/primavera monitoring
  - Seasonal considerations
  - Materials availability
  - Sequence of activities
  - Resources: cost, team
- Implementation arrangements
- Construction Quality – implementation /commissioning, H&S and Environment
- MPR/QPRs monitoring sheet
- Project contract management
- Capacity Development needs



Stronger government's  
ownership of project

Better project design

Coordination with  
stakeholders

Stronger capacity of  
government to design and  
implement projects

Better sustainability of project  
deliveries

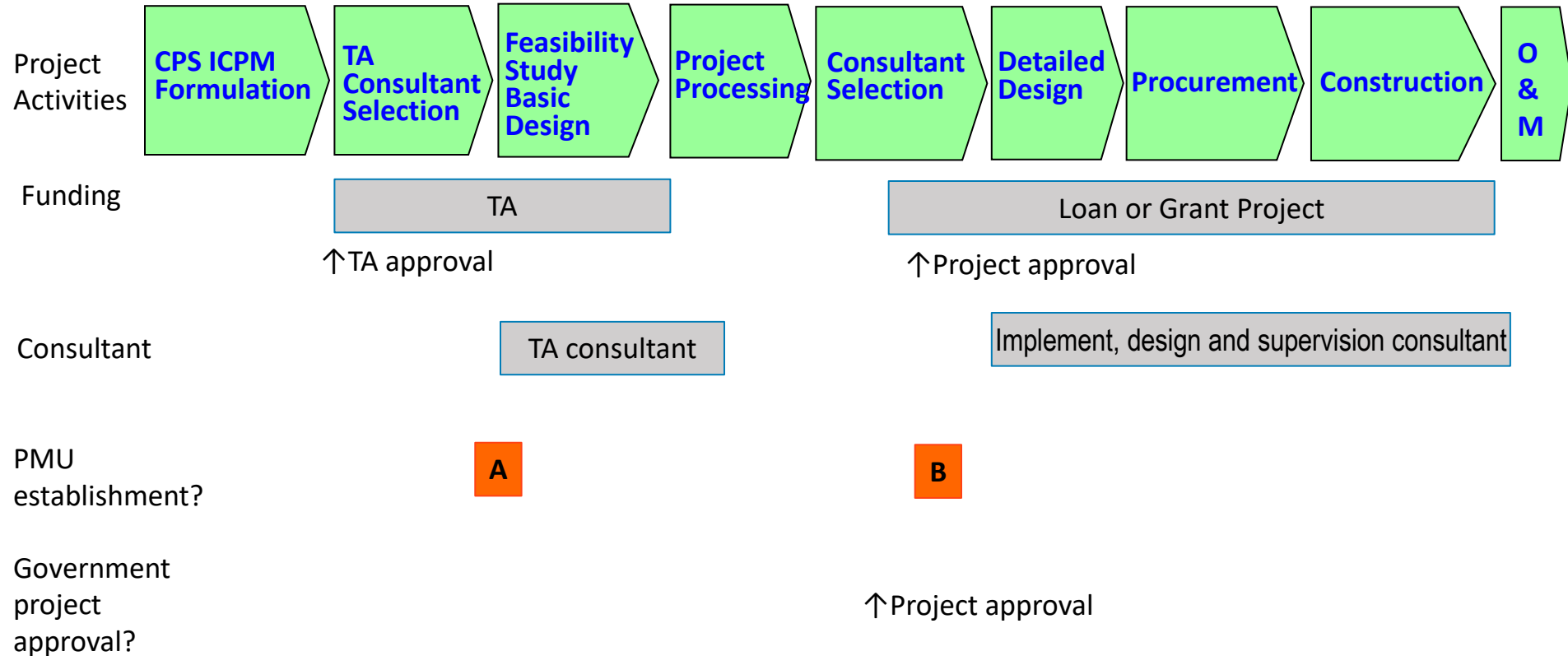
PMU/PIU to focus





# Timing of Establishing PMU/PIU

## Typical Project Sequence (infrastructure development project)





Project Director /Project Manager  
Procurement /Contract Management  
Specialist  
Project Accountant  
Engineers  
Safeguard Specialists  
Gender specialists  
Climate change specialists  
Public Relationship Specialist  
More...  
if the government staff are NOT  
available?

## PMU/PIU Staff





## PMU Functions (during preparation)

Participate in  
project  
designing

- Implementation arrangements
- Procurement plan
- Safeguard plans
- Fund flow/audit arrangements

Coordination  
with relevant  
government  
agencies and  
other  
stakeholders

- Land and right-of-way acquisition
- Environmental clearance
- Inter agency clearances – forest, railway, civil aviation...

Facilitate public  
consultation

Achieve high  
readiness overall





# PMU Functions (during implementation)

- Manage resources for the project  
Funds, time and people
- Major functions:
  - Manage implementation schedule
  - Manage project funds
  - Manage consultants and contractors
  - Reporting to higher authorities of the government
  - Coordinate with relevant government agencies
  - Manage relationship with the public/stakeholders
  - Monitor and evaluate achievements (MIS)
  - Coordinate with ADB





## Key Recommendations for PMU for Successful Project



Early involvement in project preparation – in Stages



Government staff to form PMU



Project Director from upper/upper middle position with Authority (Empowered)



Avoid staff with additional charges/OIC's for long



Relevant staff with no change during project period



Reinforce capacity by consultants as necessary

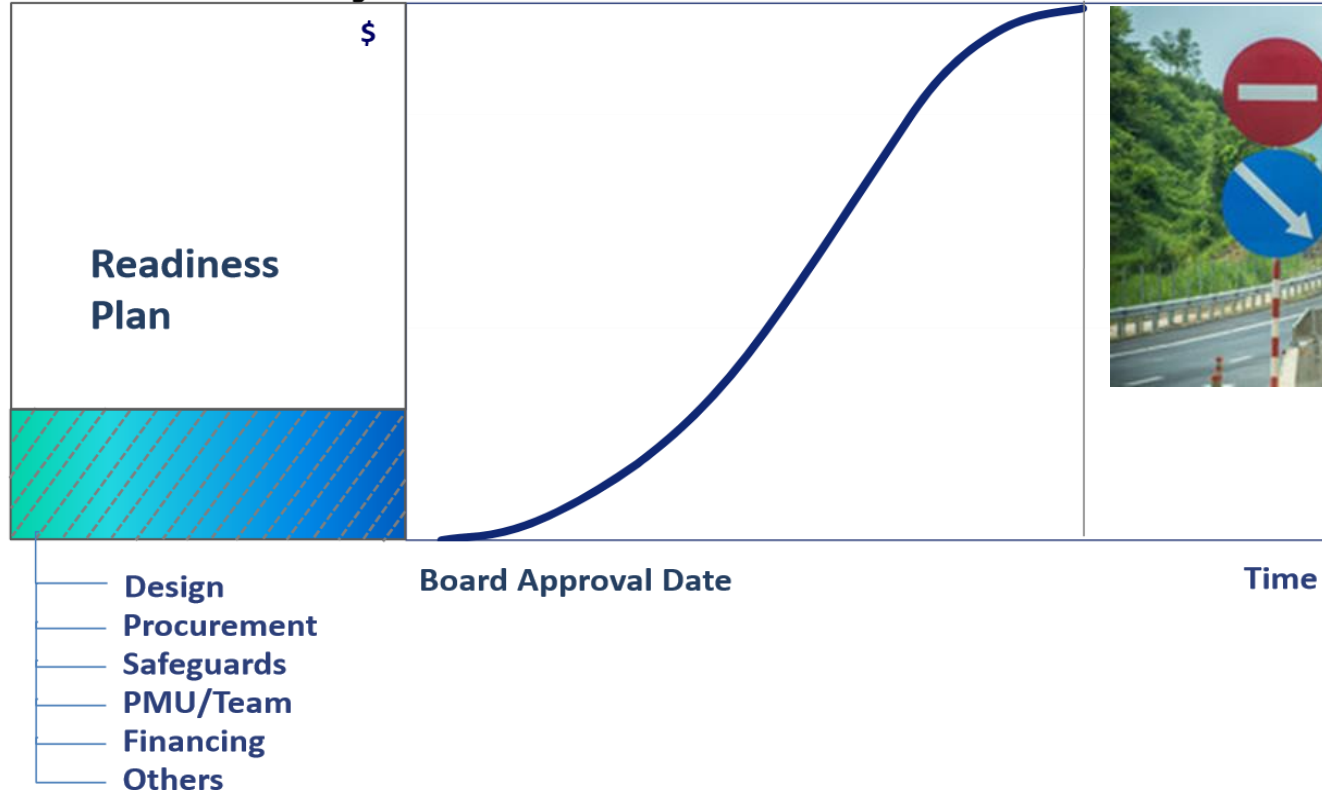
# Advancing implementation readiness

- Feasibility studies and due diligence
- Detail engineering design and cost estimate
- Bidding document and procurement
- Consultant selection
- Safeguards (social and environment)
- Statutory requirements and clearances
- **Available tool: Project Readiness Financing**



# Always design projects with high readiness

## Project S-Curve with Readiness





# Procurement Readiness Actions

- Procurement activities (consulting service and works / goods) to start in advance of project approval
- Aiming at contract award by loan/grant approval / signing



## Management Actions ...

- Government's approval of project
- Detailed design needed for works
- Safeguard matters
- .....



# Project Readiness Monitoring Form (Typical)

Project Readiness Monitoring Status [date]

[Project Name]

Loan/Grant Amount (\$ million):	123.00
Mission Leader:	Xxxx/Xxxx
Safeguards categorization	
Environmental:	A
Involuntary resettlement:	B
Indigenous peoples:	C

	Planned Date	IFB <sup>1</sup>			Contract Awards <sup>2</sup>			Consultant Recruitment			Actual Date
		50%*	100%*	30%*	50%*	100%*	Submission 1	Submission 2	Submission 3		
MRM	[date]										
Loan Negotiation	[date]										
Loan Approval	[date]										
Loan signing	[date]										

<sup>1</sup>contracts with posted IFB; <sup>2</sup>contracts with FBER approved by ADB and ready for award  
 \*put a check mark if applicable (e.g. all IRR/ODR); 50% of contracts is with IFB posted and 30% is ready for contract award)

Stage 1 Bypassed Time is computed from Receipt of first Bid Document to Bid Document Approval by ADB.  
 Stage 2 Bypassed Time is computed from Bid Document Approval to Approval of FBER by ADB.  
 Stage 3 Bypassed Time is computed from Approval of FBER by ADB to Contract Signing.  
 End-to-End Processing Time is the total time from Receipt of first Bid Document to Contract Signing.

## I. Procurement of Goods and Works

No.	Package/lot(s) and type	Procurement Plan Amount (\$ millions)	Goods and Works	Status of Designs (EA's Clearance)	STAGE 1		STAGE 2				STAGE 3		Bypassed Time			End-to-End Processing Time	Mobilization / Expected Date	Contract Completion Date			
					Receipt of 1st Bid Document	IFB Posting	Bid Document Approval by ADB	Issue of Bid Document	Submission of Bids	Submission of TBER to ADB	Approval of TBER by ADB	Submission of FBER to ADB	Approval of FBER by ADB	Contract Award	Contract Signing				Stage 1	Stage 2	Stage 3
1	xxxx	000.00	Goods	Finalized	01-Sep-17		16-Apr-18	28-Apr-18	18-Aug-18	19-Oct-18	30-Oct-18	14-Nov-18	14-Nov-18	29-Nov-18	15-Jan-19	227	212	62	501	31-Jan-19	Q4 2022
2																					
3																					
4																					
5																					
<b>TOTAL</b>																					

shade the bar if date is actual date

No.	Package/lot(s) and type	PMU/PAU established (status)	Government Clearances (if any and status)	Safeguards Issues			Remarks/Other Relevant Information
				Environmental (Status of EIA/EE/ODR)	Involuntary Resettlement (Status of IP/DDR)	Major safeguards requirements and/or risks	
1	xxxx	yes	xxx	xxx	xxx	xxx	
2							
3							
4							
5							





# Project Readiness Monitoring Form (Typical)



## II. Recruitment of Consultants

No.	Package	Procurement Plan Amount (\$ millions)	Consultants	Type [CS/QCBS/CQS]	Status of Submission Documents (EA's internal clearance)	Submission 0 to ADB for Clearance	Submission 1 to ADB for Clearance	Proposal Submission	Submission 2 to ADB for Clearance	Submission 3 to ADB for Clearance	Submission 4 to ADB for Clearance	Mobilization/ Expected Date	Contract Completion Date
1	Operation Support Consultant	7.00	Operations Support	QCBS	Under preparation	06-Oct-19	23-Nov-19	17-Jan-20	25-Mar-20	20-May-20	28-Jun-20	Q2 2020	Q4 2022
<b>TOTAL</b>		<b>7.00</b>											

## III. Year 1 Projections\*\*

	Contract Awards					Disbursements				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Year 1	0	722	195	9	926	0	0	0	83	83

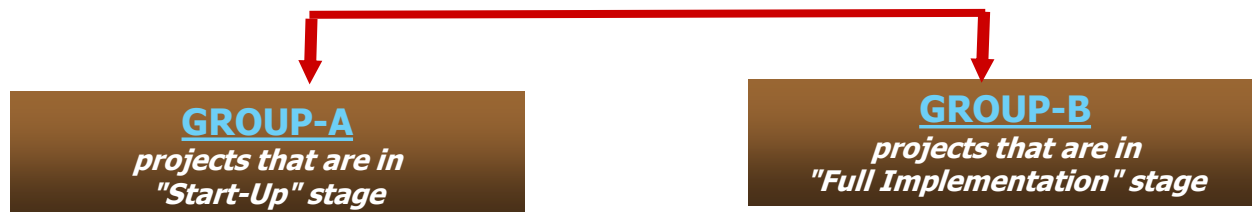
\*\*provide Year 1 projections before IRR/MSM

## IV. Other Major Issues





# Early Warning Flag Rating System (Typical)



## Performance Assessment

- |          |   |          |   |
|----------|---|----------|---|
| <b>1</b> | -Time from loan approval to loan signing                      | <b>1</b> | -Completion delay: actual and/or potential. |
| <b>2</b> | -Time from loan approval to loan effectiveness                | <b>2</b> | -Actual Contract award                      |
| <b>3</b> | - Time from loan approval to establish and operationalize PMU | <b>3</b> | - Actual Disbursement                       |
| <b>4</b> | -Time from loan approval to first contract award              | <b>4</b> | -Submission of Audited Project Account      |

 <b>Green Flag</b>	 <b>Yellow Flag</b>	 <b>Red Flag</b>
No Issues	Minor issues	Issues







# Project Performance Assessment System (Typical)

## GROUP-A

*projects that are in "Start-Up" stage*

### Performance Assessment

1

Time from loan approval to loan signing:  
0 to 3 months: 0 flag  
>3 to 6 months: 1 flag  
>6 to 9 months: 2 flags  
>9 to 12 months: 3 flags

3

Time from loan approval to establish, and operationalize PMU:  
0 to 3 months: 0 flag  
>3 to 6 months: 1 flag  
>6 to 9 months: 2 flags  
>9 to 12 months: 3 flags  
>12 months : 4 flags

2

Time from loan approval to loan effectiveness:  
0 to 6 months: 0 flag  
>6 to 9 months: 1 flag  
>9 to 12 months: 2 flags  
>12 months: 3 flags

4

Time from loan approval to first contract award:  
0 to 3 months: 0 flag  
>3 to 6 months: 1 flag  
>6 to 9 months: 2 flags  
>9 to 12 months: 3 flags  
>12 months: 4 flags



# Project Performance Assessment System

## GROUP-B

*projects that are in "Full Implementation" stage*

### Performance Assessment

1

\*Completion delay: actual and/or potential.

0 to 20%: 0 flag

>20% to 30%: 1 flag

>30% to 40%: 2 flags

>40% to 50%: 3 flags

>50%: 4 flags

3

Disbursement achievement

91% - 100% : 0 flags

75% < 91% : 1 flag

62.5% < 75%: 2 flags

50% < 62.5%: 3 flags

Below 50% :4 flags

2

Contract award achievement

91% - 100% : 0 flags

75% < 91% : 1 flag

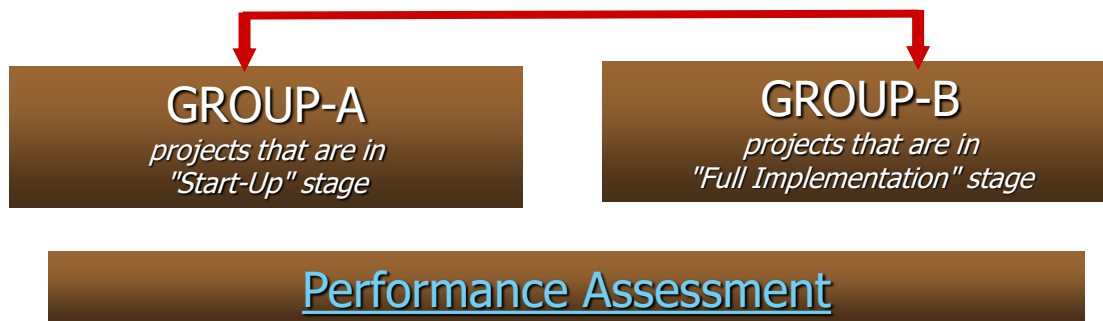
62.5% < 75%: 2 flags

50% < 62.5%: 3 flags

Below 50% :4 flags



# Project Performance Assessment System



*If a Project Gets-*

"0 to 3" Flags

-Green Flag Project 

"4 to 7" Flags

-Yellow Flag Project 

" 8 or >8 "Flags

-Red Flag Project 



Project Performance Assessment as on 31 December 2016					
Project Name		Flag Rating 31 Dec '16	Flag Rating 30 Sept '16	Flag Rating 30 June '16	Flag Rating 31 March '16
<b>A</b>	<b>Urban Sector</b>				
1	Loan 2331: J&K Urban Sector Dev. Inv. Program - Project 1	Red	Red	Red	Red
2	Loan 2925: J&K Urban Sector Dev. Inv. Program - Project 2	Yellow	Yellow	Green	Yellow
3	Loan 3132: J&K Urban Sector Dev. - Project 3	Green	Green	Green	Green
4	Loan 2506: Rajasthan Urban Sector Dev. Inv. Program - Project 2	Yellow	Yellow	Yellow	Yellow
5	Loan 2725: Rajasthan Urban Sector Dev. Inv. Program - Project 3	Green	Yellow	Yellow	Yellow
6	Loan 3182: Rajasthan Urban Sector Dev. Program	Green	Green	Green	Green
7	Loan 3183: Rajasthan Urban Sector Dev. Project	Yellow	Red	Yellow	Green
8	Loan 2410: Uttarakhand Urban Sector Dev. Inv. Program - Project 1	Yellow	Yellow	Yellow	Yellow
9	Loan 2797: Uttarakhand Urban Sector Dev. Inv. Program - Project 2	Yellow	Red	Yellow	Red
10	Loan 2578: South Asia Tourism Infrastructure Development	Yellow	Red	Red	Red
11	Loan 2676: Infrastructure Investment Program for Tourism - Project 1	Green	Green	Yellow	Red
12	Loan 2833: Infrastructure Investment Program for Tourism - Project 2	Green	Yellow	Yellow	Yellow
13	Loan 3223: Infrastructure Investment Program for Tourism - Project 3	Green	Yellow	Red	Yellow
14	Loan 2806: Assam Urban Infrastructure Inv. Program - Project 1	Yellow	Red	Red	Red
15	Loan 2528: North-Eastern Region Capital Cities Dev Inv Prog. - Project 1	Green	Green	Green	Yellow
16	Loan 2834: North-Eastern Region Capital Cities Inv. Program - Project 2	Yellow	Yellow	Yellow	Yellow
17	Loan 3337: North-Eastern Region Capital Cities Inv. Program - Project 3	Yellow	Yellow	Yellow	Yellow
18	Loan 2861: Bihar Urban Dev. Inv. Program - Project 1	Yellow	Red	Yellow	Green
19	Loan 3053: Kolkata Environmental Improvement Inv.. Program - Project 1	Green	Yellow	Green	Green
20	Loan 3413: Kolkata Environmental Improvement Inv.. Program - Project 2	Green	Green		
21	Loan 3148: Karnataka Integrated Urban Water Mgmt Inv. Program- Pr 1	Yellow	Red	Yellow	Yellow
22	Loan 3424: Visakhapatnam-Chennai Industrial Corridor Dev. Program	Green	Green		
23	Loan 3430: Visakhapatnam-Chennai Ind.I Corridor Dev. Program - Project 1	Green	Green		





Problem  
Projects –  
manage  
the risk



# Strategies that work in practice



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Include contracts and Project management specialist in the team

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Use Mid-Term Reviews as a strategic tool to re-orient the project

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Government Standard Operating Procedures (SOPs) on project administration

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ADB-supported project implementation seminars on procurement, disbursement, and safeguards to EAs/IAs, and tendering agencies





# Contract(s) Management

## Common Issues



Use credential of foreign Contractors



Time/cost overrun



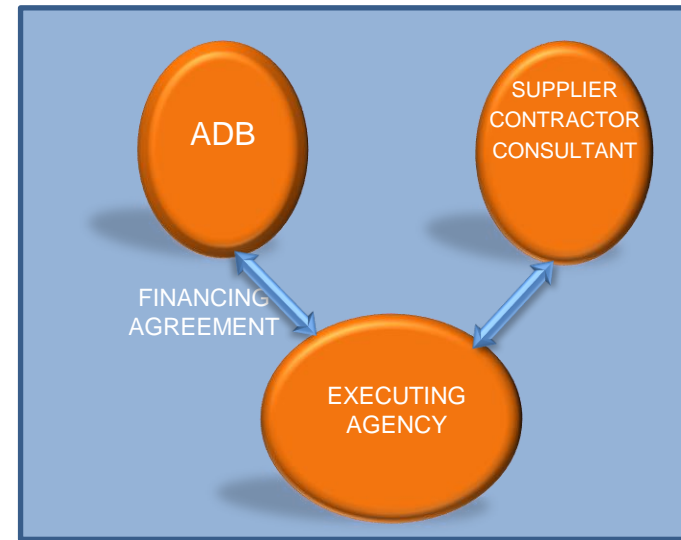
Contractors cash flow



Under performance of Contractor



Under performance by Consultant





Contract Management is critical.







# Consultants

- **Performance issues**
- **Frequent replacement of experts**
- **Lack of expertise in specific areas**
- **Budget constraints**
- **Contract management**





# Contract and Schedule monitoring is Critical





# Contract(s) Monitoring Sheet

Contract Monitoring Sheet																			
Loan XXXXXX-IND: XXXXXXXXXXXSector Project																			
1	2	3	4	5	6	7	8	9	10	10		11	12	13	14	15	16	17	18
No.	Contract Number	Nature of Contract	Description	Supplier Name	Contract Amount	Contract Date	Disbursements (total)			Original Contract Completion Date	Revised Contract Completion Date	Projected Completion (System)	Risk Alert (System)		Assessment Issue			Risk Rating (PO)	PO Remarks
					US\$ Equivalent		US\$ Equivalent	Undisb \$M	(%)				Technical	Contract Issue	Safeguards				
1								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
2								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
3								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
4								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	pi	n	n	On Track	Contractor's performance improving
5								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
6								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
7								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	Contractor's performance improving
8								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	mi	n	n	Potential Problem	Contractor's performance improving
10								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	pi	n	n	On Track	No issue
11								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
12								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	pi	n	n	On Track	Contractor's performance improving
13								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
14								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
15								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	mi	n	n	Potential Problem	Contractor's performance improving
16								\$0	#DIV/0!			#DIV/0!	###	#DIV/0!	n	n	n	On Track	No issue
<b>Total (in USD)</b>					\$0		\$0	\$0											

\*USD amount varies based on prevailing exchange rate

Input Keys	N	No Issue
	PI	Potential Issue
	MI	Major Issue



# Contract (s) Monitoring – MPR/QPR

Contract Monitoring Sheet																																							
Loan XXXXXX-IND: XXXXXXXXXXXSector Project																																							
1	2	3	4	5	6	7	8	9	10	10	11	12	13	14	15	16	17	18																					
																			No.	Contract Number	Nature of Contract	Description	Supplier Name	Contract Amount	Contract Date	Disbursements (total)			Original Contract Completion Date	Revised Contract Completion Date	Projected Completion (System)	Risk Alert (System)			Assessment Issue			Risk Rating (PO)	PO Remarks
																										US\$ Equivalent	US\$ Equivalent	Un disb \$M				(%)	Technical	Contract Issue	Safeguards				
1	0001	Construction	Raipur-Bhainsa Road (SH-9)	Barbrik Project Ltd.	\$12,264,553	Feb-15	\$8,103,857	\$4,160,696	66%	Dec-18	Dec-18	Sep-19	9.6	At Risk	n	n	n	On Track	No issue																				
2	0002	Construction	Bhainsa-Balodabazar Road (SH-9)	Shrikishan-Barbrik (JV)	\$11,162,923	Feb-15	\$8,384,798	\$2,778,125	75%	Sep-18	Sep-18	Jun-19	9.0	At Risk	n	n	n	On Track	No issue																				
3	0003	Construction	Nandghat-Bhatapara-Balodabazar Road (SH-10)	Agrawal Infra-build Pvt Ltd.	\$20,070,402	Feb-15	\$12,489,980	\$7,580,422	62%	Mar-19	Mar-19	Nov-19	8.6	At Risk	n	n	n	On Track	No issue																				
4	0013	Construction	Balodabazar-Gidhoury Road	Vinod Kumar Jain-Path (JV)	\$18,747,100	Jul-15	\$9,831,470	\$8,915,630	52%	Dec-18	Dec-18	Mar-20	15.7	At Risk	pi	n	n	On Track	Contractor's performance improving																				
5	0004	Construction	Simga-Tilda-Kharora-Arang Road (SH-14)	Gayatri Project Limited	\$16,269,174	Mar-15	\$13,350,068	\$2,919,107	82%	Sep-18	Sep-18	Mar-19	6.5	At Risk	n	n	n	On Track	No issue																				
6	0005	Construction	Arang (Gullu)-Nawapara-Kurud Road (SH-20)	Arcons Infra. & Const. Pvt. Ltd.	\$15,905,865	Mar-15	\$11,901,397	\$4,004,468	75%	Sep-18	Sep-18	Jun-19	8.9	At Risk	n	n	n	On Track	No issue																				
7	0006	Construction	Pathadirihi-Berla- Kodwa Road (MDR)	BSBK Private Ltd	\$11,612,642	Feb-15	\$7,223,835	\$4,388,807	62%	Sep-18	Sep-18	Nov-19	14.4	At Risk	n	n	n	On Track	Contractor's performance improving																				
8	0014	Construction	Rajnandgaon - Kachche Road (SH-5)	Amar-DRA,(JV)	\$20,658,232	Aug-15	\$12,306,158	\$8,352,073	60%	Mar-19	Mar-19	Nov-19	8.3	At Risk	mi	n	n	Potential Problem	Contractor's performance improving																				
10	0019	Construction	Chandkhuri-Mar-Sambalpur-Navagarh-Chhiraaha-Umariya Road (MDR)	Backbone-Utkal (JV)	\$12,198,574	Mar-16	\$5,950,921	\$6,247,654	49%	Sep-18	Sep-18	Feb-20	17.4	At Risk	pi	n	n	On Track	No issue																				
11	0015	Construction	Dhamdha Rohanda Joritari Atariya Khairagarh Road (MDR)	Amar-DRA,(JV)	\$8,770,330	Aug-15	\$6,388,945	\$2,381,385	73%	Sep-18	Sep-18	May-19	8.6	At Risk	n	n	n	On Track	No issue																				
12	0007	Construction	Khairagarh-Dongar Garh-Tumbod Road (MDR)	NSPR Const. Pvt. Ltd.	\$14,753,647	Feb-15	\$8,628,691	\$6,124,956	58%	Sep-18	Sep-18	Jan-20	16.3	At Risk	pi	n	n	On Track	Contractor's performance improving																				
13	0016	Construction	Balod Dhamtari Road (SH-13)	Amar Infrastructure	\$6,896,407	Aug-15	\$5,681,848	\$1,214,559	82%	Sep-18	Sep-18	Mar-19	5.8	At Risk	n	n	n	On Track	No issue																				
14	0017	Construction	Anda Funda Road (MDR)	Amar-DRA,(JV)	\$8,279,165	Aug-15	\$5,827,652	\$2,451,513	70%	Sep-18	Sep-18	Jun-19	9.4	At Risk	n	n	n	On Track	No issue																				
15	0018	Construction	Bodla Taregaon Daldali Road (MDR)	Simplex Infrastructure Ltd	\$15,552,211	Jul-15	\$2,827,303	\$12,724,908	18%	Mar-19	Mar-19	Aug-25	77.5	At Risk	mi	n	n	Potential Problem	Contractor's performance improving																				
16	0008	Construction	Sheorinarayan-Birra-Champa Road (SH-9)	GPL-RKTCP (JV)	\$14,205,702	Feb-15	\$10,797,008	\$3,408,695	76%	Sep-18	Sep-18	May-19	8.3	At Risk	n	n	n	On Track	No issue																				
17	0020	Construction	Ratanpur Kota Lormi Road (SH-10)	Jindal-PRL Infrastructure (JV)	\$12,853,002	Feb-16	\$5,370,329	\$7,482,674	42%	Dec-18	Dec-18	Jul-20	19.7	At Risk	pi	n	n	On Track	Contractor's Performance improving																				
18	0021	Construction	Lormi-Pandariya & Mungeli-Lormi Road (SH-10/MDR)	BEL-NC Nahar (JV)	\$9,840,441	Mar-16	\$4,612,316	\$5,228,126	47%	Dec-18	Dec-18	Mar-20	15.9	At Risk	pi	n	n	On Track	Contractor's Performance improving																				
19	0009	Construction	Jairamnagar-Mastu Ri-Malhar-Jondhra-Lawan Road (MDR)	SEW Infrastructure Ltd	\$15,430,338	Mar-15	\$11,236,235	\$4,194,103	73%	Dec-18	Dec-18	Jun-19	6.7	At Risk	n	n	n	On Track	No issue																				
Group-A	0010	Consulting Services	Construction Supervision of Group A civil works contracts (Pkg 1 To 6) Raipur Region	SMEC International in JV with SMEC India	\$4,134,377	Mar-15	\$3,430,204	\$387,351	83%	Mar-18	Mar-18	Jan-19	10.6	At Risk	pi	pi	n	Potential Problem	Contract to be extended																				
Group-B	0011	Consulting Services	Construction Supervision of Group B civil works (Pkg 7 To 15) Durg Region	Egis International SA in Joint Venture with Egis India	\$4,627,255	Feb-15	\$296,200	\$455,972	6.4%	Mar-18	Mar-18	Jun-21	38.7	At Risk	pi	pi	n	Potential Problem	Contract to be extended																				
Group-C	0012	Consulting Services	Construction Supervision of Group C civil works (Pkg 16 To 19) Bilaspur Region	Intercontinental Consultants & Technocrats in JV with RODIC	\$2,539,990	Mar-15	\$2,094,015	\$210,704	82.4%	Mar-18	Mar-18	Jan-19	10.3	At Risk	pi	pi	n	Potential Problem	Contract to be extended																				
<b>Total (in USD)</b>					<b>\$256,772,331</b>		<b>\$156,733,229</b>	<b>\$95,611,927</b>																															

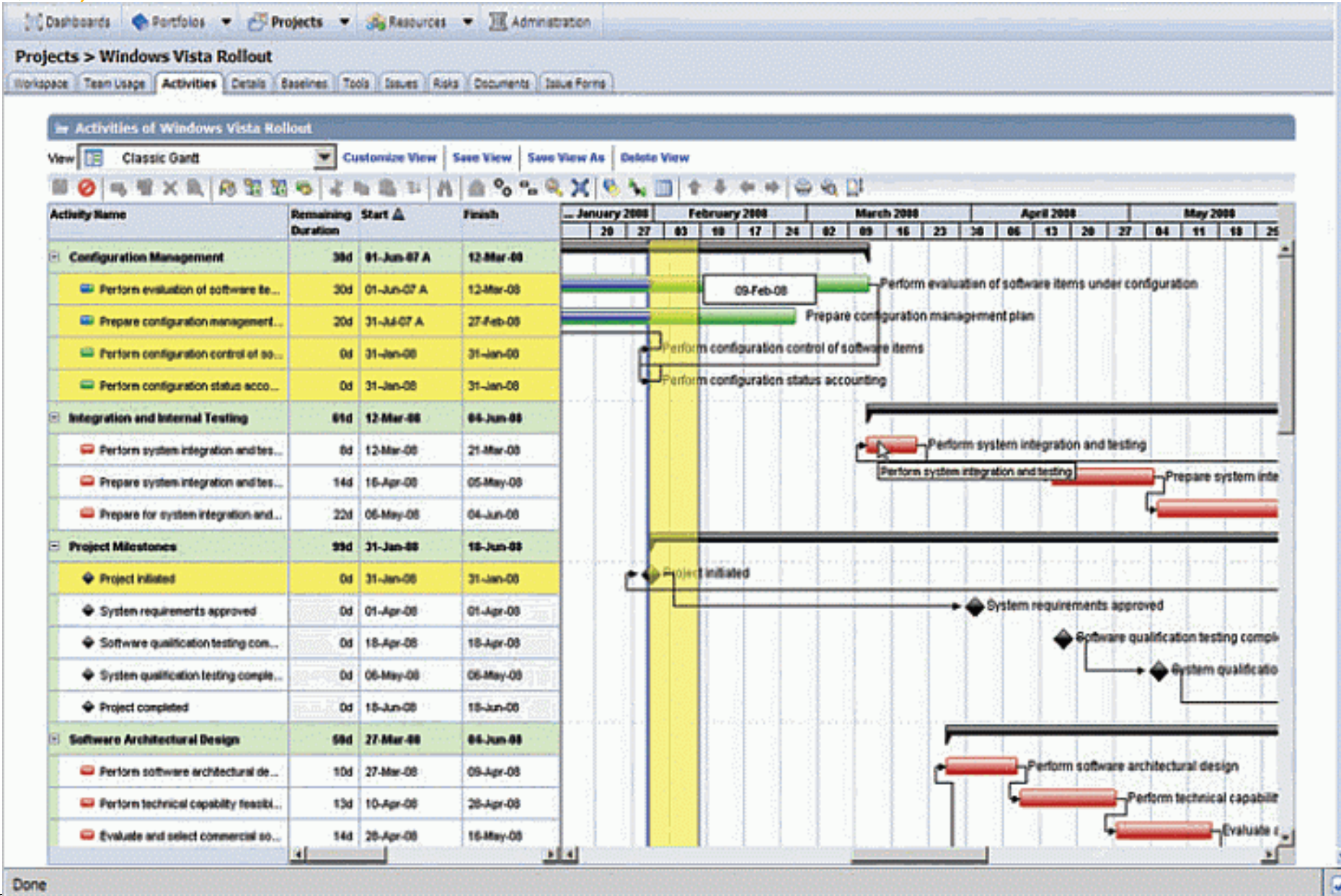
\*USD amount varies based on prevailing exchange rate

**Input Keys**

N	No Issue
PI	Potential Issue
MI	Major Issue



# Typical Project Schedule Monitoring





Monitoring continues  
.....Operations



# Capacity Development

- ADB's commitment to partner with the country in its development goals beyond financial assistance. Key element in the Finance++ strategy.
- to build project technical, design development and implementation capacity of agencies for ADB projects.
- to collaborate with national knowledge institutions.

## Catch Them Young

- Impetus on training EA/IA officials of pipeline projects especially in ADB Procedures.
- Based on structured and systematic learning platform containing various technical, thematic topics for middle management staff.
- Local and Regional Institutional approach for sustainable capacity development.
- Capacity supplementation where required





## Capacity development for sustainability

- **ADB-supported project implementation seminars on Technical, procurement, disbursement, safeguards, financial management**





# Implementation Issues in the Region

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- **Insufficient counterpart fund/Budgets**  
(payment to contractors and consultants, land acquisition, and other recurrent expenditures)
- **Insufficient staff and frequent turnover**  
(mobilize capable staff throughout project period, especially the project director and senior staff)
- **Design and Procurement delays**
- **Decision making authority**  
(delays in project approvals, contract awards and consultant selection)



# Implementation Issues in the Region

- Slow civil works progress
- Government approval processes
- Delay in project approval and effectiveness
- ADB requirements of financial management and safeguard monitoring reports and compliance





## Framework for Projects Performance Enhancement



### Improved Project readiness

- Extensive Use of PRF/SEFF for pipeline projects
- Upfront country/ sector level assessments and identification of risks
- Advance actions are initiated during Loan/Grant processing

### Enhanced DMC capacity

- Developing DMCs Institutional Capacity
- Project Level capacity is ensured to deal Contractors/Consultants
- Local contractors and consultants' capacity enhanced

### Increased quality in projects

- Procurement Approach to be based on Projects complexity
- Technical assessments are realistic and achievable
- Implementation arrangements to be appropriate to project complexities

### Successful Project Implementation

- Contracts awards and disbursements are on target
- Monitoring and Evaluation systems are established

Monitoring  
and  
Management  
actions ....  
continuous



## Asian Development Bank The Project Cycle



BOS 2



Thank You All.